

2011 Military Health System Conference

TRUST: The Piece That's Missing

The Quadruple Aim: Working Together, Achieving Success

Claudette R. Elliott, PhD

25 January 2011



Trust Enhancement And Sustainment
Task Force

TRUST: The Piece That's Missing



■ What is Trust?

- A charge or duty imposed in faith or confidence
or as a condition of some relationship
- Something committed or entrusted to one to be
used or cared for in the interest of another
- Assured reliance on the character, ability, strength, or truth of someone or something

TRUST: The Piece That's Missing



- Why Trust is difficult to define!
 - Different for everyone
 - Facilitated or inhibited by:
 - Beliefs
 - Behaviors
 - Emotions
 - Skills

TRUST: The Piece That's Missing



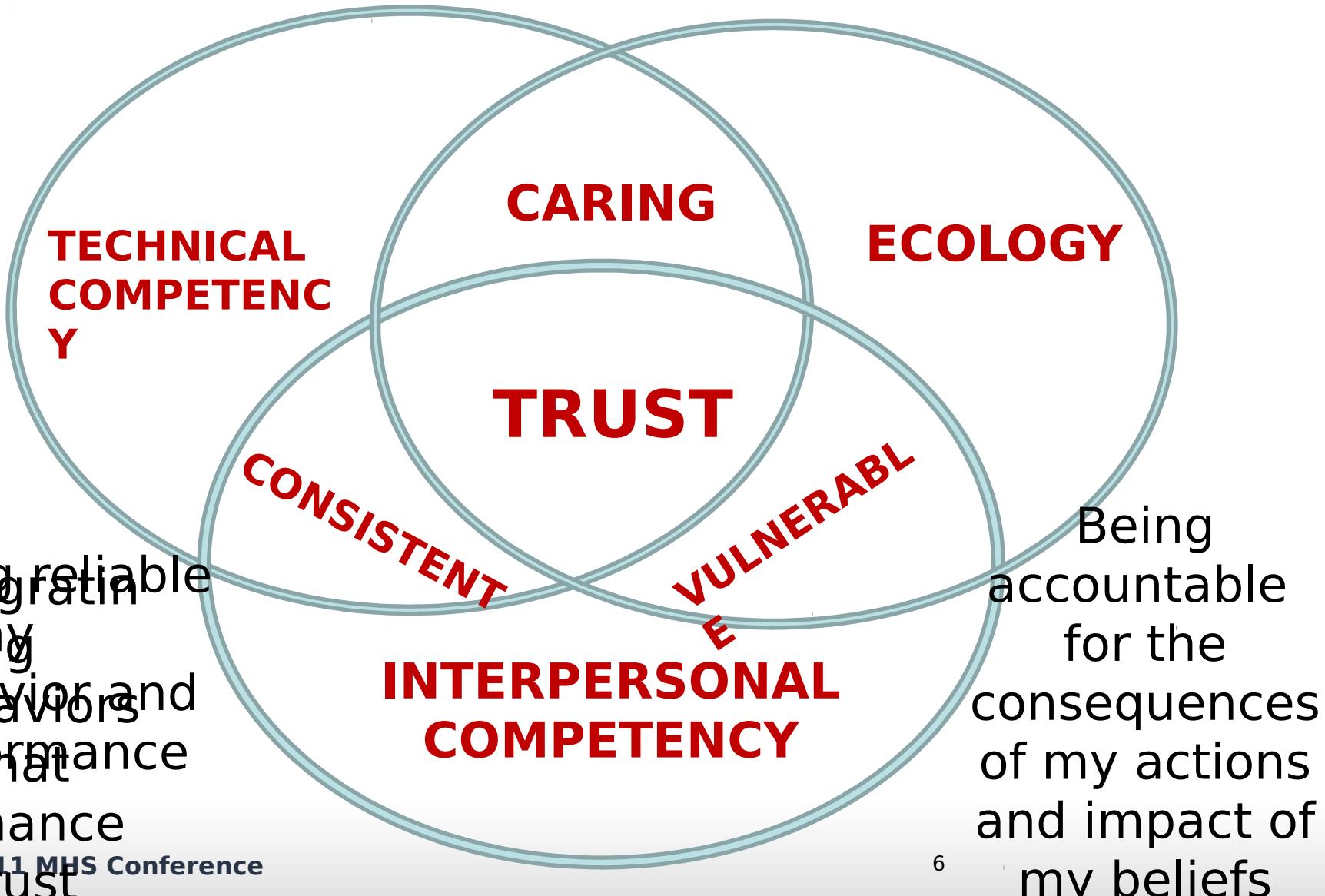
- What are the myths surrounding Trust?
 - Trust is a function of time
 - Discussing Trust is “touchy-feely” and not appropriate for the workplace
 - Keeping Trust requires the avoidance of conflict at all costs
 - Once Trust is broken, it is non-repairable or will take a long time to rebuild
 - Trust is a nice to have but irrelevant to business

TRUST: The Piece That's Missing



- What is the research on Trust?
 - No significant research prior to 2000
 - Current research efforts
 - Self and societal Trust
 - Medical research focus—PCP/Patient Trust
 - Organizational Trust focus—impact on the bottom line
 - Little agreement on all facets of Trust
 - No agreement on interpersonal competencies
 - Minimal focus on underlying personal beliefs

TRUST: The Piece That's Missing



TRUST: The Piece That's Missing



How do people come to Trust?

E

G

Scorecard

- What do individuals need to do to earn Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?

Scorecard

- What does it take to break your Trust?
- If Trust is broken can it be regained?
- What needs to happen to regain?

TRUST: The Piece That's Missing



- What is the impact of Trust ...
 - On you
 - On your organization
 - Mission Accomplishment
 - Strategic planning and focus
 - Daily operations
 - On your family

TRUST: The Piece That's Missing



- What are the initial challenges of building a Trust-Based relationship or organizational culture?
 - Integrating new behaviors uncomfortable
 - Conflicts may arise
 - Belief clashes may become evident
 - Mistakes may happen at an increasing rate
 - Policies and processes need to be revamped
 - Reliance on senior leaders to model new behaviors and hold folks accountable

TRUST: The Piece That's Missing



- What are tips for managing and leading Trust-Based organizations?
 - Hold self and others accountable for performance AND behavior
 - Transparent Communication
 - Describe the “What” vs. the “How”
 - Skilled conflict resolution
 - Expect mistakes—encourage learning
 - Renew policies and procedures

TRUST: The Piece That's Missing



- What are the myths surrounding Trust?
 - Trust is a function of time
 - Discussing Trust is “too touchy-feely” and not appropriate for the workplace
 - Keeping Trust requires the avoidance of conflict at all costs
 - Once Trust is broken, it is non-repairable or will take a long time to rebuild
 - Trust is a nice to have but irrelevant to

TRUST: The Piece That's Missing



- What is the truth about Trust?
 - Trust starts with self
 - Trust is a matter of choice
 - Trust defines relationships and can always be regained if people are willing
 - Trust is a function of choice **NOT** time
 - Trust directly impacts the bottom line
 - Trust-Based organization are ecological

TRUST: The Piece That's Missing



**The Piece That's Missing ...
TRUST**

Discussion and Questions

2011 Military Health System Conference

TRUST: The Piece That's Missing

The Quadruple Aim: Working Together, Achieving Success

Claudette R. Elliott, PhD

25 January 2011



Trust Enhancement and Sustainment Task Force (TES-TF)